

17 February 1958

Assistant Director, ORR

Chief, Geographic Research

Relationship of Geographic Area Responsibilities to Personnel Resources

1. The purpose of this memorandum is to review the relationship between our responsibilities and the quantity of personnel available to do the job and, further, to examine the trend of this relationship in order to determine whether or not we are proceeding in the right direction.

2. Since 1947, when the components of the Geographic Area transferred into CIA, we have never had enough people to do the job that seems to exist as a goal. Each of the three units in the Map Division in 1947 was thus undernourished as far as numbers of people was concerned and there began a concerted effort to build up the staff as the job to be done was built up in the minds of the individuals responsible for the operation. The fact that we had entered into an intelligence agency gave additional responsibilities and provided more opportunities for the application of our particular training, so that our reason for being took on added meaning. The numbers of people in the three components rose as follows: In February 1948, the Map Intelligence Division had 25; Map Library Division, 32; and Cartography Division, 37. The Map Intelligence Division reached its peak of personnel strength in September 1956 with 55 people; the Map Library Division in May 1953 with 55 people, as did the Cartography Division with 62. [See graph attached] It should be pointed out that six of the positions in Cartography Division were transferred to OCI when the graphics work was transferred to that Office. Current strengths are: 44 for the Geography Division; 46 for the Map Library Division; and 50 for the Cartography Division. As you can see, the personnel strength rose in each of the units and then declined, with rather severe cuts since 1955-56. The severe cutting of personnel in the last three years bears absolutely no relationship to program responsibilities. It was an arbitrary cut and should be recognized as such.

3. On the other hand, the program responsibilities have increased for a number of reasons. In addition to the one suggested above, which is the natural growth that takes place in the ability of management to develop program responsibilities for a particular professional group which are related to the over-all mission of the parent organization, there are those stimulated by like management groups throughout the

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Agency. The NIS program is a good example of this. It started out in 1948 with a fairly straightforward and prescribed set of objectives. Since that time, the program has grown through the development of a Chapter I concept; through the utilization of terrain maps and the one over-all map for Chapter I; and -- most recently -- through the attempt to develop an annual, which is a yearly revision of the Chapters I. Internal refinements and ways of improving the final NIS product have more often than not added to our responsibilities in the production of Chapters IX and Sections 19 of Chapter I, production of base maps and substantive maps for all Chapters and, in addition, the central map for Chapter I.

4. In 1951-1952, the professional geographers -- having cut their eye teeth on a little bit of substantive work and with approximately four years of NIS production behind them -- felt the need for a more diversified application of their geographic abilities to the intelligence problem. This led to the initiation and subsequent growth of several programs which are now of major proportion in the whole pattern of Area responsibility. For example, the Escape and Evasion program -- first entered into in 1952 through a minor contribution to DD/P and the Air Force -- later became a major research effort, with country studies, route studies, and specific target studies being done on a high-priority, scheduled basis and assuming such proportions in the pattern of responsibilities of the Geography Division that there was a scramble for production time.

5. A later development initiated by management -- this time in the DD/P Area -- used the self-appointed commitment to do Escape and Evasion work and initiated an Unconventional Warfare studies program. This program is of major proportions, involves not only the research capabilities of the Geography Division, but also competes with production of maps in the Cartography Division and, in some cases, reaches into the Photo Intelligence Division for support. In terms of the requirements of this program and the priority that certain responsible individuals ascribe to the program, we should have more people to do the job. This is said, however, with the full realization that responsible officials in the DD/I Area may not be in full agreement with the priority status of this endeavor. As a result, in this case as in others, the program responsibility as it relates to personnel capability becomes a matter of debate. Individual inclinations and many other factors defy an objective examination.

6. I could go on and cite a number of program responsibilities, projects, and specific and general jobs that have been undertaken -- either on our own initiative, assigned to us, or sought by us -- the sum total of which would show that we are not able with present personnel strengths to do all of the tasks that have been set up for us to do.

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The critical question, therefore, becomes: "Are all of these jobs that we are now doing essential to the performance of our mission in intelligence?" If they are, we should have the people to do them; if they are not, the responsibility or job should be removed and efforts concentrated only on those things which must be done. This, of course, would have to be done everywhere in the Agency and in response to administration's desire to do only those things that are essential.

7. Except for minor changes in staffing structure to accommodate the rising and falling importance of specific projects and responsibilities, I can see no great additional personnel changes being required. I do feel that every effort must be made to weed out the nonessential or peripheral types of activities which are generated either by ourselves or requestors on the basis of our or their interpretation of the intelligence job to be done. I feel that the trend whereby professional people are allowed to generate what they conceive their intelligence job to be goes a bit too far at times and management is often sold a bill of goods by over-enthusiastic individuals. I feel that this could be remedied somewhat through conferences of responsible officials having as their prime objective the examination of programs of work which are being done in the name of the intelligence mission and function of the organization.

8. Because we do not have as many people as our program responsibilities require, we are only able to do parts of each category of work. In each of the divisions, only those requests of sufficiently "high priority" or firmness of "deadline" are given attention. This inevitably leaves a backlog of work, either project, basic maintenance and research, or self-directed jobs to enable us to adhere to standards of performance. For example, we cannot postpone the cataloging and indexing of recent map acquisitions and expect to have an efficient map reference service responsive to intelligence needs. This would affect not only individual requestors of current map holdings, but also the production of Chapters IX of the MIS. Just as importantly, the researchers in Geography and the cartographers must keep current with incoming information on basic geographic features, locations, etc., in order that their production utilizes up-to-date information. This is merely reiterating the well-known fact that an organization cannot neglect its nourishment if it is to continue to function and effectively produce.

9. The Geography Division has the following major categories of responsibility:

- a. MIS Chapter IX
MIS Chapter I, Section 19
Annals

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- b. Geographic Intelligence Review
- c. Soviet Mapping Intelligence
- d. Escape and Evasion Studies
- e. Unconventional Warfare Studies
- f. DD/P Support studies -- regional, border,
coastal, urban, route, hydrologic
- g. Antarctic - Soviet activity, IGY studies
- h. Aquatone support
- i. HTAutomat support
- j. Geographic Intelligence Memoranda
- k. Training participation -- OTR
- l. Briefings
- m. Territorial studies
- n. Support memorandum

The following is a recapitulation of the status of projects in the
Geography Division as of 3 February 1958:

51 jobs in progress

54 on books, but no work started

18 on books -- some work started, but dropped
for higher priority

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10. The Cartography Division has the following major categories of responsibility:

- a. NIS base maps
- b. NIS substantive maps for most chapters
- c. NIS Chapter I maps
- d. Maps and charts for ORR, OOI, OSI, ONE
- e. Maps and charts for Geography Division projects
- 25X1X4 f. [REDACTED]
- g. Town plan program

11. The Map Library Division has the following major categories of responsibility:

- a. Cataloging, indexing and maintenance of a comprehensive library of maps and related publications.
- b. Provide a map reference service
- c. Conduct a coordinated procurement program for maps and related publications
- d. Air Target Materials Program
- e. Domestic procurement program
- f. Circulation desk
- g. Prepare and publish acquisitions lists
- h. Coordinator for Maps
- i. Vital Storage

Distribution:

O&1 -- Addressee (w/1 cy. of graph)
2 -- Ch/G CM-5
1 -- D/GG;D/GC;D/GL;D/GP
ORR:Ch/G:JAB/jmc(17 Feb 1958)

25X1A9a
[REDACTED]

Enclosure: Graph entitled, "Personnel Strength, Geographic Area,
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1948 - 1958"

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ORIGINAL DOCUMENT MISSING PAGE(S):

Enclosure Missing